



# County of Los Angeles CHIEF EXECUTIVE OFFICE

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September 28, 2007

To: All Department Heads

From: William T Fujioka  
Chief Executive Officer

Michael J. Henry  
Director of Personnel

## NEW WELLNESS PROGRAM

We recently launched a new negotiated wellness program, "My Health is My Wealth," for employees represented by SEIU Local 721. You may have seen posters about this program. It is the first phase of an overall wellness initiative that will eventually impact all County employees.

"My Health is My Wealth" is a comprehensive initiative developed through a collaborative labor management partnership. This program is aimed at improving employee productivity and reducing health care costs. Attached is a wellness program implementation and governance document that more fully explains the program. The SEIU Local 721 program is an enhancement to the existing Countywide wellness effort and seeks to make a cultural change in our County workforce. We anticipate rolling out similar programs for non-represented employees in early 2008.

I am asking for your assistance in implementing in your department the "My Health is My Wealth" program and the upcoming enhanced wellness program for non-represented employees. The first step is to identify a Wellness Program Manager (i.e., a senior departmental representative, Departmental Human Resources Manager, or Administrative Deputy) to spearhead the effort in your department.

A briefing and "Train the Trainer" on the SEIU Local 721 program, "My Health is My Wealth," is scheduled for:

**Monday, October 22, 2007**

**8:00 a.m. – 11:30 a.m.**

**739 Kenneth Hahn Hall of Administration  
500 West Temple Street, Los Angeles, CA 90012**

All Department Heads  
September 28, 2007  
Page 2

County-sponsored carriers, Kaiser Permanente and PacifiCare, will present their individual programs. In addition, Department of Human Resources staff will provide the core structure and guidelines to assist in implementing the Local 721 program as well as the enhanced wellness program for non-represented employees.

Please have your appointed Wellness Program Manager RSVP no later than Wednesday, October 10, 2007, to Merce M. Gillo, Human Resources Analyst, Department of Human Resources, 3333 Wilshire Boulevard, Suite 1000, Los Angeles, CA 90010. Ms. Gillo can be reached at (213) 738-2266 or via e-mail at [mgillo@hr.lacounty.gov](mailto:mgillo@hr.lacounty.gov).

With this innovative and comprehensive wellness program, we have the ability to help change lives by leading our employees down the path to wellness and healthy living.

Please call Marian Hall, Senior Human Resources Manager, at (213) 738-2255 if you have any questions or need additional information.

WTF:MJH:MLH  
LN:dc

Attachment

c: Each Supervisor  
Chief Deputies  
Administrative Deputies  
Departmental Human Resources Managers  
SEIU Local 721

New Wellness Program.dhm

**WELLNESS PROGRAM IMPLEMENTATION  
AND GOVERNANCE DOCUMENT  
September 2007**

**BACKGROUND**

Over the last three years, the Cost Mitigation Goals and Objectives (CMGOs), negotiated as part of the 2003-2006 Memorandum of Understanding (MOU) with SEIU Local 721 (formerly 660) has proven successful in reducing employee health insurance premium rates. The ongoing efforts of Local 721, the County, and the health plans, Kaiser Permanente and PacifiCare, working collaboratively, are significant and include investments of time, money, and other resources to develop customized wellness newsletters and targeted disease management programs for employees represented by Local 721.

During the last round of labor negotiations, it was agreed to step up the wellness efforts and to get employees healthier. Through expanded CMGO's in the current MOU, the County and Local 721 are seeking to make a cultural change in County government. The goals are to achieve a healthier workforce through reduced incidence of illness due to poor health and lifestyle choices and to reduce health care costs. It is also expected that through an active wellness program, employee productivity and attendance will improve. This program is at a starting point and is expected to evolve.

**PROGRAM GOALS & OBJECTIVES**

One of the Guiding Principles of the negotiated CMGOs for Local 721, is to improve the effectiveness of County-wide wellness and disease management. The primary goals are:

**Tangible goals**

- Healthier workforce
- Reduction in healthcare costs
- Reduction in absenteeism
- Reduced workers compensation and disability claims
- Increased productivity

**Intangible goals**

- Improvements in employee moral
- Increased employee loyalty
- Less organizational conflict

Program objectives include measurably improving employee health status to levels better than average for similar employee populations by:

1. Preventing preventable diseases through wellness initiatives, thereby developing a stable and well County employee population;

2. Increasing employee participation in wellness, risk reduction, and disease management programs;
3. Tracking employee participation levels, lifestyle/behavior changes, and clinical outcomes year over year; and
4. Measuring the effect of these programs on employee health status, utilization, costs, and annual premium rates.

### **PROGRAM OVERVIEW**

The wellness program is a comprehensive evidence-driven initiative that integrates programs and data from County-sponsored health plans. As part of the CMGO Wellness and Cost Containment Strategy, we worked in collaboration with Local 721 in a joint Labor-Management Sub-Committee on Wellness (Sub-Committee on Wellness) and with County-sponsored carriers, Kaiser and PacifiCare, to develop a wellness program.

In committee, we evaluated carrier "off the shelf" programs that will be offered, on a voluntary basis, to employees. Both Kaiser and PacifiCare launched pilot programs in July 2007 to employees represented by Local 721 (Options Flexible Benefit Plan participants) that are designed to encourage lifestyle changes and reduce health risk factors. The programs are internet-based to promote ease of access and low cost administration. Also included are disease management programs, coaching, and follow-up to motivate employees. Small cash rewards will be paid based on participation and completion of the programs at no cost to the County or its employees initially.

The Sub-Committee on Wellness developed the new wellness program and agreed on a slogan, *"My Health is My Wealth."* The slogan will be used throughout the campaign for Local 721. Based on the success of the program, it will be rolled out to other employee groups.

The Wellness Fairs currently held each year throughout the County are an integral part of the program. The program was heavily promoted by the affected carriers at the July 25, 2007 Civic Center Wellness Fair and will be promoted at all subsequent wellness fairs. Also, Kaiser and PacifiCare have agreed to host "Lunch and Learn" seminars in outlying County departments for Local 721 employees. Quarterly Wellness Workshops will continue as supplemental wellness activities.

### **PROGRAM STRUCTURE**

Department of Human Resources (DHR) is leading the program as a liaison between the carriers, County departments, and the Sub-Committee on Wellness. Solid program structure, leadership, and collaboration between labor and management (for example the Local 721 – County Labor Management partnership) are essential for successful implementation of the program.

Strong management support is critical to the success of the program. It is our desire to have the Chief Executive Office (CEO) call Department Heads to action on behalf of the wellness program. We recommend that each County department designate a Wellness Manager at the level of departmental Human Resource Manager or Administrative Deputy to lead the program.

A launch, facilitated by the CEO and/or Director of Personnel will announce the program and its benefits. Departments will be asked to create a committee of wellness support staff.

### **ROLES AND RESPONSIBILITIES**

This section describes how DHR will define and oversee the wellness program and how the other primary entities will support and coordinate wellness activities.

Specific roles and responsibilities include:

1. **Department of Human Resources:** DHR will be the primary point of accountability in the development, implementation, execution, and evaluation of the wellness program.

#### **New Responsibilities**

- **Facilitate Integration**
  - Lead and facilitate general structure and guidelines to departments.
  - Act as program liaison between health plans and departmental Wellness Managers.
  - In cooperation with health plans, provide tools and training to departments for initiating wellness program.
- **Program Oversight**
  - Be knowledgeable about departmental wellness activities.
  - Provide communication materials, events, and wellness programs on an on-going basis.
  - Coordinate carrier "Train the Trainer" programs.
  - Evaluate departmental wellness practices and behaviors that are consistent with the County wellness strategy.
  - Communicate information on wellness program to joint Labor-Management Sub-Committee on Wellness.
- **Wellness Change Agent**
  - Negotiate expansion of wellness programs with other carriers.
  - Evaluate and recommend to the CEO changes that enhance the wellness program's effectiveness with an aim to improving County employee outcomes and reducing healthcare costs.
- **Wellness Program Accountability & Evaluation**
  - Develop policy and procedural criteria to measure effectiveness of wellness program.

- Evaluate employee outcomes.
- Review and evaluate activity and utilization reports from departments and carriers, including the carrier executive summary report (Dash Board).
- Identify and evaluate impact of wellness program on health care costs.

### **Continued Responsibilities**

- Plan and staff Countywide Wellness Fairs sponsored by the Labor-Management Advisory Committee on Productivity Enhancement (LMAC).
  - Coordinate twelve (12) Healthy Connections lunchtime seminars at the Hall of Administration.
  - Coordinate, monitor and promote weekly exercise classes at the Hall of Administration.
  - Coordinate quarterly Wellness Workshops sponsored by health plans.
  - Provide support to departments for wellness initiatives, programs, and fairs.
- 2. Chief Executive Office:** The CEO will provide input and support in the development, implementation, and oversight of the wellness program.
- **Support Wellness Program**
    - Participate in Sub-Committee on Wellness.
    - Understand and articulate benefits of the wellness program.
    - Continuous support of the wellness program.
    - Advocate, as appropriate, for support and resources that will lead to improved wellness outcomes.
  - **Wellness Change Agent**
    - In conjunction with DHR, negotiate expansion of wellness programs with other carriers.
    - Evaluate and recommend to the Board wellness changes that enhance the program's effectiveness in order to improve County employee outcomes, achieve reduction in healthcare costs, and improve the organizations overall effectiveness by employing a healthier workforce.
  - **Wellness Program Accountability & Evaluation**
    - In conjunction with DHR, analyze program results data.
    - Support DHR strategic recommendations for continuous improvement.
- 3. Joint Labor Management Sub-Committee on Wellness:** The Sub-Committee on Wellness, as representatives of both labor and management, will coordinate and provide input regarding the wellness program as provided in the Fringe Benefit MOU with Local 721.
- **Wellness Program Responsibility**
    - Coordinate the wellness program among the parties to the MOU.

- Make recommendations to the Benefits Administration Committee (BAC) on program content, governance and improvements.
  - Evaluate and refine program goals and objectives.
4. **Local 721:** Local 721, as representative of County union employees, will provide input to the ongoing development, implementation, and evaluation of the program. They will identify issues and provide input through the BAC Sub-Committee on Wellness.
- **Support Effective Wellness Program Operation**
    - Participate in Sub-Committee on Wellness.
    - Provide feedback to Sub-Committee on Wellness on program content, participation, and results.
    - Generate enthusiasm for and encourage participation in wellness program.
    - Promote program through Union's quarterly newsletter and during membership meetings.
    - Continue to review quarterly carrier customized newsletters in conjunction with County management and BAC members.
    - Promote wellness program at after-hours activities.
5. **County Departments:** The program promotion and monitoring will be decentralized to County departments. Each department can implement a program that meets the schedules and needs of their department. Each department will provide support to the wellness program, provide input to DHR, and follow wellness program policies.
- **Departmental Advocate**
    - Designate departmental Wellness Manager (Human Resources Manager or Administrative Deputy) to lead implementation of wellness program.
    - Identify wellness support staff for each departmental facility.
    - Coordinate staff meetings, events, and programs.
    - Understand and articulate departmental wellness program challenges and successes.
  - **Encourage Departmental Accountability**
    - Be knowledgeable about wellness program.
    - Provide events, communication materials, and support to the wellness program.
    - Provide training for departmental wellness designees.
    - Provide feedback and evaluation data to DHR.

**NOTE:** The above is not an all inclusive description of roles and responsibilities. Roles, responsibilities, and duties will change as the wellness program evolves.

## **RESOURCES**

Initially, Kaiser and PacifiCare are supplying the necessary programs to the participants. DHR will provide support and assistance to departments. Departmental staff will provide assistance to employees including making computers available to employees, if necessary.

Via the Kaiser and PacifiCare's web-based programs, program participants have access to a wide array of tools and resources. A Health Risk Assessment (HRA) is available where specific lifestyle choices are addressed with a plan for improving their health indicators, such as blood pressure, glucose, and smoking. Participants have access to the latest information on health related topics, healthy recipes, and instructional overviews on topics including exercise, nutrition, and life management areas.

Additionally, PacifiCare offers coaching to provide employees with support, motivation, and encouragement to members through e-mails, calls, and onsite visits. Members may contact a coach via e-mail, 24 hours a day, 7 days a week, to have questions answered.

SEIU Local 721 will continue to commit significant resources to assist in planning, implementing, and evaluating the wellness program. A key element is that Local 721 will heavily promote and reinforce Local 721 member participation in the program through their various communication channels (SEIU website, member meetings, newsletters, flyers, etc.) via after hours and off hours efforts.

## **COMMUNICATION**

Kaiser and PacifiCare developed a clearly defined communication timeline outlining how the programs will be publicized and ensure the programs are highly exposed. Marketing materials have been sent to employees' homes by Kaiser and PacifiCare, on behalf of the County and Local 721, and will continue throughout the year publicizing the 2007 wellness program (including detailed instructions on how to qualify for the various incentives). Kaiser and PacifiCare have provided a series of motivational posters to promote the program. Departmental staff have been encouraged to post these throughout the work areas.

Marketing communication materials explain that the wellness program is available to all respective members and that reasonable accommodations will be made for members with disabilities.

## **OTHER PERTINENT INFORMATION**

PacifiCare's program was available to all County employees, without rewards, through September 30, 2007, regardless of enrollment in the PacifiCare medical plan. For Local 721 members only, PacifiCare will continue their program through June of 2008 and Kaiser will continue their program through July of 2008. DHR and CEO are beginning to work on programs for non-represented employees that will be available in early 2008. We are currently exploring the



feasibility of offering similar programs to the Coalition of County Unions. As these programs evolve, further information will be made available.

### **NEXT STEPS**

We are committed to the success of the program. We worked with CEO, Local 721, and Sub-Committee on Wellness to implement the program in July 2007, and are continuing to develop the scope, measurements, and effectiveness of the program. Once the Local 721 program is operating efficiently, we will work to expand the program to other County employees.

H: Wellness Implementation Document - 09 27 07.doc